



US Army Corps  
of Engineers

Vol. 28 Issue 5  
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Huntsville Center

# Bulletin

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*Mark your  
calendar now...*

**Spring Book Fair**  
**May 7 and 8**  
**Cafeteria**



**Organization Day**  
**June 8!**



## Renovation effort at Pentagon invisible to employees

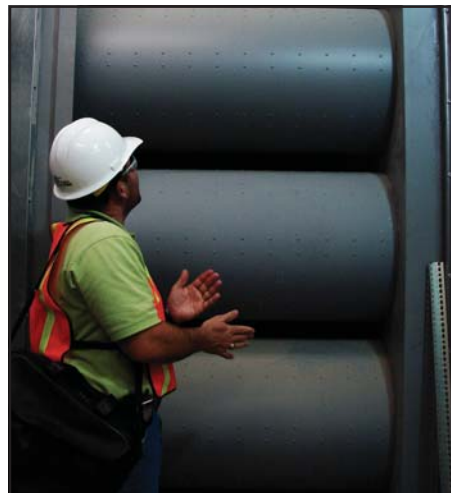


Photo by Andrea Takash

**Mitch Duke, technical engineer for the Pentagon renovation, inspects the new filters for the Pentagon's heating, ventilation and air conditioning (HVAC) controls system.**

*Huntsville team updating building's HVAC controls system*

**By Andrea Takash**  
**Public Affairs Office**

Visitors passing through the halls of the historic 64-year-old Pentagon would never suspect that somewhere inside, a billion-dollar renovation program is taking place while 26,000 people go about their daily jobs.

During the 12-year Pentagon Renovation Program, employees continued working with little or no impact thanks to the work performed by the U.S. Army Engineering and Support Center, Huntsville.

Huntsville Center's Utility Monitoring and Control System (UMCS) Mandatory Center of

**See Pentagon on page 11**

## Changes will impact local employees

## Corps makes final A-76 decision

**By Chris Gardner**  
**Public Affairs Office**

The U.S. Army Corps of Engineers is standing up a new organization called Army Corps of Engineers Information Technology, or ACE-IT, to manage Corps-wide Information Management/Information Technology functions.

ACE-IT will be based out

of Vicksburg, Miss.

The Corps announced the final decision of its Information Management/Information Technology A-76 competition April 19.

The winning bid was awarded to the government Most Efficient Organization that will be solely responsible for supporting the Corps' IM/IT mission requirements.

Locally, the existing U.S. Army Engineering and

Support Center's IM Directorate will be dissolved and replaced with an ACE-IT Team. The current IM staff of 15 government and 11 contractor positions will be reduced to three government and eight contract positions. Those local job numbers could grow as the transition to ACE-IT moves forward.

"Every attempt is going

**See A-76 on page 5**

# Commander's thoughts

In May, we observe Memorial Day. I hope each of you will take time to reflect on the sacrifice and spirit of those who have fought and died, and those who continue to fight the good fight. While Memorial Day is time for honoring those no longer with us, it is also a time for families to gather.

Memorial Day marks the beginning of the summer travel season. I urge all Center employees to make safety their number one priority as they begin their summer activities, whether it be swimming or using the family grill. There are many good Web-based risk assessment tools that can be used to help plan for your excursions and adventures to make your event safer. Please check with the Safety Office for ideas and where to access these tools.

In May, we will also say farewell to Chief of Engineers, Lt. Gen. Carl A. Strock, who will retire mid-month. Strock faced some of the toughest challenges the Corps has ever encountered. His leadership has made us a stronger organization, and we will continue to pursue the USACE 2012 guiding principles developed by former Chief of Engineers retired Lt. Gen. Robert Flowers, and championed by Strock. We wish him well in his retirement.

The USACE 2012 guiding principles and the Corps Strategic Directions were the focus of the Command Strategic Review (CSR) conducted by the Corps' Deputy Commander Maj. Gen. Ronald Johnson and his Headquarters CSR team. I want to thank everyone who participated for all the hard work and effort that went into developing and presenting the material

for this assessment. We did a good job of describing how Huntsville Center supports the USACE Campaign Goal of enhancing Life-Cycle Infrastructure Management, and how we achieve the campaign goals through the USACE Enabling Capabilities. Johnson and the Headquarters team were especially complimentary of our accomplishments with business processes, the Installation Support Directory of Expertise and the Electronic Security Center. Again, thanks to everyone in the Center for showing the CSR team what a great place Huntsville Center is!

While Johnson was here he also presented us with our ISO 9001:2000 Certification certificate that was awarded to us on March 31. Again, our teamwork and hard work has been rewarded and acknowledged. We will continue to use ISO to improve our processes and complement the Lean Six Sigma initiatives.

Our implementation of the National Security Personnel System continues this month with the mock pay pool. This will give selected personnel from every office an opportunity to use the NSPS Performance Appraisal Application tool. Selected employees and supervisors will write self-assessments and supervisor assessments to address the performance objectives. All this will be reviewed and evaluated by appropriate pay pool personnel, so a sample rating can be provided and

"sample" pay pool shares determined. The mock pay pool will allow us to tweak objectives prior to the final 90 days of the rating period (June – September). Huntsville Center has done an outstanding job of implementing NSPS under Deputy Commander Lt. Col. David Diehl's leadership. Please continue the great job and ask your supervisor about any NSPS issues you have.

In addition to NSPS, our reorganization was implemented but we are still undergoing some minor adjustments. Because we are so widely recognized for our Installation Support role, our Programs and Project Management Directorate will now be called the Installation Support and Programs Directorate in order to better signal our outstanding support for the Soldiers and their Families throughout the military.

Other recent organization changes include our Logistic Management Office becoming part of the USACE Logistics Activity (ULA), a high performance organization. The transition to the ULA has been virtually seamless, and we continue to receive the same services from our new ULA.

The Information Management Office is also undergoing transition to the Most Efficient Organization (MEO), which was announced in April. John Samuelson, our Regional Information Officer, has done an



**Col. Larry D. McCallister**

**See Commander on page 3**



US Army Corps  
of Engineers

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## BULLETIN

<b>Commander.....</b>	Col. Larry D. McCallister
<b>Chief, Public Affairs.....</b>	Kim Gillespie
<b>Editor.....</b>	Becky Proaps

# Command Strategic Review ends

By Kim Gillespie  
Public Affairs Office

Last month Huntsville Center leadership looked at the Center through a “magnifying glass” answering questions about how well the Center’s missions support Corps of Engineers Campaign Goals and the Corps’ Strategic Direction.

This effort was in preparation for the Center’s first-ever Command Strategic Review.

CSRs help Corps Divisions, Labs and Centers develop a more strategic mission focus. It

also allows Center personnel and the Headquarters team to discuss progress in implementing command campaign goals and priorities. Additionally, the review is intended to build relationships, internal partnerships and situational awareness.

“I think one of the best things to come out of this was we stopped in our tracks to put together a detailed picture of where we started and where we are going,” said Sherry Masters, chief, Internal Review Office, who led the effort. “In addition, there

were some great teaming efforts going on throughout this process.”

Maj. Gen. Ronald Johnson, deputy commanding general, U.S. Army Corps of Engineers, and his team of three Senior Executive Service and other subject matter experts visited the Center April 24-25.

At the conclusion of the two-day visit, Johnson provided a closing briefing to provide the CSR team’s observations and recommendations. The CSR team praised Huntsville Center’s ISO 9001:2000 certification, and efforts in

See CSR on page 6



Photo by Chris Gardner

Maj. Gen. Ronald Johnson, deputy commanding general, U.S. Army Corps of Engineers, came to the U.S. Army Engineering and Support Center, Huntsville with several high ranking Civilians in April to conduct a Command Strategic Review of the Huntsville Center.

## Commander

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outstanding job of preparing personnel for the transition, and I anticipate most affected IM employees wanting to stay at Huntsville Center can be placed in positions with the new MEO (in either government or contractor positions), or in other positions with Huntsville Center. Our Civilian Personnel Operations Center (CPOC) personnel are working with affected employees in what will be a gradual shift during the next year to the new organization.

May is also Asian Pacific American

Heritage Month. May was chosen to commemorate the immigration of the first Japanese to the United States on May 7, 1843, and to mark the anniversary of the completion of the transcontinental railroad on May 10, 1869. The majority of the workers who laid the tracks were Chinese immigrants. This year’s theme is “Lighting the Past, Present and Future.”

Thanks for all the hard work that each of you are doing and stay focused on the Center’s mission.

It is a great year to be in the U.S. Army Corps of Engineers!

The Bulletin asks:

**“How did you successfully lose weight during the Battle of the Bulge?”**



**Brittany Prater**  
Executive Office

*I actually wasn’t hard, which was surprising. I began by making a conscious effort to eat healthier foods and work out when I had the chance. I joined Weight Watchers, which has taught me to plan out meals and eat smarter.*



**Andrew Lenoir**  
Business Management Office

*I successfully lost weight by walking at least 45 minutes to an hour three times a week at approximately 4 mph. I also modified my eating habits. I eat lots of 100 percent natural whole grain energy bars and lots of whole grain cereals. And, I drink as much water as I can remember to drink.*



# Corps of Engineers strategy addresses military munitions throughout the world

By Andrea Takash  
Public Affairs Office

**T**he U.S. Army Corps of Engineers is using two decades of experience with the Formerly Used Defense Sites Program and other military munitions services to enhance and improve the services it provides.

The new strategy — Military Munitions Support Services (M<sup>2</sup>S<sup>2</sup>) — encompasses the full spectrum of military munitions work executed by the Corps by gathering all Corps munitions programs under one umbrella with the goal of delivering improved management and execution of those programs.

The U.S. Army Engineering and Support Center, Huntsville oversees four areas under M<sup>2</sup>S<sup>2</sup>: the Military Munitions Center of Expertise, Recovered Chemical Warfare Design Center, Range and Training Lands Program Center of Expertise, and Military Munitions Design Center.

“I view this as a toolbox of military munitions services that the Corps can provide to its customers,” said Patti Berry with Huntsville Center’s Installation Support and Programs Directorate who is the acting special assistant for M<sup>2</sup>S<sup>2</sup>.

“It focuses the expertise and talent we have gained from years of working in the Formerly Used Defense Sites Program on the military munitions mission. With M<sup>2</sup>S<sup>2</sup>, we are able to apply that expertise to other military applications,” said Bob Lubbert, chief of the FUDS program, which currently funds M<sup>2</sup>S<sup>2</sup>.

M<sup>2</sup>S<sup>2</sup> involves military munitions responses to address munitions and explosives of concern and munitions constituents, including conventional munitions and/or chemical warfare

materiel, range maintenance and clearance operations, and readiness support.

Headquarters Corps of Engineers, through the Environmental Community of Practice, manages and oversees the execution of M<sup>2</sup>S<sup>2</sup> work through the M<sup>2</sup>S<sup>2</sup> special assistant, component program managers, major subordinate commands or divisions, five designated Military Munitions (MM) design centers and 10 MM remedial action districts. The design centers and remedial action districts work with the geographic district responsible for managing the project.

“This is a partnership between various munitions-related programs and Corps offices,” said Edwin Theriot, Ph.D., chief of the Corps’ Environmental Community of Practice. “The goal is to share best practices and resources across the Corps to conduct our work safely and in the most efficient manner to better support the warfighter and reduce the cost to our customers.”

All five design centers conduct the preliminary assessment, site inspection, and remedial and removal investigation, and design phases of the Comprehensive Environmental Response, Compensation and Liability Act. The MM remedial action districts conduct remedial and removal actions, long-term monitoring, and range maintenance and clearance operations.

Huntsville Center’s Recovered Chemical Warfare Materiel (CWM) design center is the only organization authorized to execute any phase of a recovered non-stockpile CWM response.

In addition to the MM design centers and remedial action districts, there are three centers of expertise and a Corps laboratory included on the



Courtesy Photo

**Contractors working for the U.S. Army Engineering and Support Center, Huntsville remove chemical agent identification sets at an abandoned World War II training range at Fort Benning, Ga.**

M<sup>2</sup>S<sup>2</sup> team.

“Huntsville Center’s MM Center of Expertise and the Hazardous, Toxic and Radioactive Waste Center of Expertise, based in Omaha, Neb., provide technical support to all M<sup>2</sup>S<sup>2</sup> program elements,” Berry said. “Huntsville Center’s Range and Training Lands Program Center of Expertise supports the design and construction of a variety of range projects for active duty Army installations.”

M<sup>2</sup>S<sup>2</sup> capitalizes on extensive capabilities in technology and sustains a large contract capacity.

“Sacramento District recently awarded a \$200 million environmental contract that includes munitions-related services. Huntsville Center alone has a \$1.5 billion M<sup>2</sup>S<sup>2</sup> multiple award contract,” Berry said. “These are just two of the many contract vehicles available to our customers. Our contractors are valuable members of our team. They have extensive experience and excellent safety records in executing the cleanup of military munitions.”

# Huntsville Center officially ISO certified

**By Chris Gardner  
Public Affairs Office**

It took nearly three years of work, but Huntsville Center's Quality Management System is now officially certified as compliant with the International Organization for Standardization (ISO) 9001:2000 standard for quality management.

Huntsville Center was officially certified on March 31.

Maj. Gen. Ronald Johnson, deputy commanding general of the U.S. Army Corps of Engineers, was on hand to join Center employees as they celebrated the achievement in a formal ceremony April 23.

He presented the ISO certificate to Col. Larry D. McCallister, commander, U.S. Army Engineering and Support Center, Huntsville after talking about the importance of having a quality product.

Johnson said it is especially important for Huntsville Center and USACE as a

whole to deliver the highest quality work since that work supports Soldiers, Sailors, Airmen and Marines while the nation is at war.

ISO certification is internationally recognized and shows the Huntsville Center sets high standards for efficiency in its processes.

"As we use the QMS to its full advantage, we will streamline processes by cutting non-value-added steps that seem to creep, over time, into every business system," said Business Management Office Planning and Quality Manager Betty Neff, who led the charge for ISO certification. "The goal is to eliminate time-consuming rework and costly errors that slow product and service delivery and frustrate everyone."

Neff received a Commander's Award for Civilian Service for the ISO work.

ISO auditors came to the Center in January and found only nine minor nonconformities that needed corrective action before

certification could be finalized.

The nonconformities included things like inadequate retention of records, failure to implement a process as documented and failure to update process requirements when requirements change.

Neff said the corrective action for the findings was implemented in small steps and then submitted to the ISO auditor.

"The auditor said Huntsville Center's response was the best he had ever received," Neff said. "He said he uses us as an example to other organizations seeking certification."

Neff said the certification can benefit the Center's business by showing that it puts a premium on quality.

"Since not every company gets ISO certified,



Photo by Chris Gardner

**Maj. Gen. Ronald Johnson, deputy chief of engineers, presented the ISO 9001:2000 certificate to Col. Larry D. McCallister, commander of the U.S. Army Engineering and Support Center, Huntsville in an April 23 ceremony.**

it could be part of a marketing strategy," Neff said. "It would tell our customers that we are dedicated to delivering products and services that meet their requirement. That, after all, is the definition of quality."

Just because the Center is now certified does not mean the process stops.

The Center will continue to be audited annually by the ISO registrar and must continue to internally audit itself to continuously look for ways to improve efficiency.

## A-76

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to be made by the command to ensure everyone impacted will find employment," said John Samuelson, director of Information Management.

Those positions could be at one of the many other government offices in the Huntsville area or they could be non-IM jobs at Huntsville Center.

Samuelson said the local command has been working closely with the Civilian Personnel Advisory Center to make sure the transition goes smoothly

and impacted employees' needs are being addressed.

The changes will be phased in over the next year.

ACE-IT has already begun the hiring process for the three government positions at Huntsville Center and will be taking inventory on equipment for the next six months. IM will continue to operate as normal during that time.

During the second six months, ACE-IT will actually hire the employees and transition control from the local

IM office to ACE-IT. At the end of 12 months, ACE-IT will be in full operational control of IM.

Samuelson said IM employees have been briefed on the A-76 decision, its impact on them and what options they have. He said Huntsville Center employees should be briefed in the near future about how ACE-IT replacing the locally managed IM department will impact them.

Impacted employees with questions should get in touch with CPAC.

# Employees practice for NSPS pay pools

By Kim Gillespie  
Public Affairs Office

**H**untsville Center's Business Management Office conducted National Security Personnel System (NSPS) pay pool management training March 27-28.

The training is designed for employees assigned to NSPS pay pools.

The training reviewed roles and responsibilities, and described the sequence, scheduling and requirements for the NSPS performance rating process.

"We are charting new paths," said Toni Hamley, Human Capital

Manager, BMO. "This training provides a framework to make meaningful decisions."

The training particularly emphasized the importance of good job objectives and consistent, accurate performance assessments.

"The hands-on training, where we reviewed the training, or 'fake' appraisals as a pay pool group, was especially helpful," Brenda Hatley, Executive Office assistant, said.

John Loyd, chief, Advanced Technology Branch, agreed.

"Reconciling the assessments with the ratings demonstrated how important it is to have specific objectives and well-written

accomplishments from both the employee and the supervisor," Loyd said.

Hamley stressed that the training was designed to help employees understand policies and guidance, but it was not intended to provide all the answers.

"The one thing we want every supervisor and manager to get out of this training is that it is their job to ensure fairness and equitable treatment of all employees in evaluating the levels of performance," she said.

The training also helped prepare employees for the mock pay pool scheduled for early May, Hamley said.

## CSR

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the areas of Centers of Standardization, the Installation Support Directory of Expertise and the Electronic Security Center. Headquarters asked Huntsville Center to take action in several areas, while Johnson indicated the Headquarters CSR team would also try to initiate several proposals at their end in Washington.

Huntsville Center was assigned Campaign Goal 3, "Enhance Life-Cycle Infrastructure Management," and was asked to perform a self-

assessment (progress toward meeting the goal, where you expect your organization to be in three years) and respond to specific questions (e.g., ways the organization has been able to implement the goal) about Goal 3 objectives. The objectives addressed included: 3a) Reinvent the Military Construction and Real Estate process to meet Defense Department Transformation needs; 3b) Reduce security risks to critical military and civilian infrastructure and; 3d) Design and construct innovative civil and military infrastructure to meet our

nation's needs across the spectrum of operations.

Huntsville Center also was assigned four Enabling Capabilities to assess with the same types of questions asked for in the Campaign Goal objectives.

The Enabling Capabilities included: 1) Learning Organization; 2) Expeditionary Mindset; 3) Consistent, Efficient and Effective Business Processes; and 4) Interdependence.

Much of the CSR assessment involved discussions between Huntsville Center personnel and the CSR team. Huntsville Center teams

produced written assessments responding in-depth to each of the questions, a brief sheet and a briefing.

An overall Huntsville Center assessment and responses to overall general Strategic Directions questions were also provided.

"This process really helped us to understand where we fit in the Corps Strategic Directions," said Col. Larry D. McCallister, Huntsville Center commander. "This made us look at what we have accomplished and where we may need to be in the next several years to best support the command."



Springtime Book Fair  
May 7 and 8  
*Just in  
time for  
Mother's Day!*



*Free Gift Wrapping  
for Mother's Day*



# Week of Earth Day filled with activities

By Andrea Takash  
Public Affairs Office

On April 22, 1970, 20 million Americans celebrated the first Earth Day and every year since people have continued to do their part to make this country a better place to live.

Environmental stewardship is an important part of the U.S. Army Corps of Engineers' overall mission. Earth Day is celebrated in a variety of ways across the Corps.

Huntsville Center held three environmentally themed events in the community throughout the week leading up to Earth Day, April 22.

The first two events gave elementary school students the chance to go through mock environmental investigations.

Huntsville Center employees worked with environmental engineering students from the University of Alabama in Huntsville to guide more than 40 fourth-graders from University Place

Elementary School, Huntsville, Ala., through the first mock investigations of the week.

The children donned protective coveralls and pretended they were investigating a chemical spill near their playground.

They took soil samples and tested for "methyl ethyl sue goo" in the soil, which was actually baking soda. Their testing agent was vinegar, which bubbled when it was combined with the baking soda that had been put in the ground.

"We are so glad that the Corps held this event again for our students," said Peggy Long, special education teacher at University Place Elementary School. "The students have fun while learning about the environment."

Later in the week, more than 100 fifth-graders from Priceville Elementary, Priceville, Ala., went through a similar mock investigation as part of Redstone Arsenal's Earth Day celebration.

Huntsville Center concluded the Earth Day week with an employee work party. Through a partnership with Huntsville's Operation Green Team, 25 Corps employees and family members cleaned up garbage in an area wetland near Pinhook Creek.



Photo by Becky Proaps

**Fourth-graders from University Place Elementary took soil samples and tested for a fictitious chemical, "methyl ethyl sue goo."**



Photo by Becky Proaps

**Rosemary Echols from the Program and Budget Division picks up trash during the Pinhook Creek cleanup. Huntsville officials said Corps' volunteers picked up 1,640 pounds of garbage.**

"I was amazed by how much garbage the Corps work group collected," said Dee Hill, labor coordinator for Operation Green Team. Hill said the crew picked up approximately 1,640 pounds of garbage.

Hill joked that the Corps cleanup crew did such a thorough job that people have started calling the group the "vacuum cleaners."



Photo by Becky Proaps

**There was a lot more than soda bottles and food wrappers at Pinhook Creek. Andrew Lenoir, Business Management Office, is hauling out a toddler's riding truck and the metal part of a car tire.**



Photo by Becky Proaps

**Students at University Place Elementary washed each other off after their mock environmental investigations.**

# Twelve Actions for Change — improving public safety, nation's water resources infrastructure

## 1. Employ an integrated, comprehensive systems-based approach

- Shift the focus from isolated, individual projects to interdependent groups of projects.
- Shift the focus from local solutions for immediate problems to regional solutions for longer term problems with broader, more diverse ramifications.
- Shift to interdisciplinary cross-functional teams.
- Upgrade and modify our methods, tools and approaches to make these changes effective. Conduct pilot tests to implement and refine

**Safe, reliable projects working together as a system with increased economic and environmental benefits.**

## 2. Employ risk-based concepts in planning, design, construction, operations and major maintenance

- Shift the investment from a single focus on “What can go wrong?” to a multiple focus on “What can go wrong?”, “How likely is it to occur?”, and “What are the consequences?”
- Develop methods, tools and guidance for performing and using risk and reliability assessments that match the complexity and frequency of the assessments. Conduct pilot tests.

**Flood risk is reduced through balanced structural, floodplain and coastal zone investments.**

## 3. Continuously reassess and update policy for program development, planning guidance, design and construction standards

- Implement an immediate review and update of planning and engineering guidance, then perform comprehensive updates at a minimum of every five years.
- Maintain guidance to reflect state-of-the-art in planning, design and construction of water resource systems.

**Up-to-date technology and methods result in safe, reliable systems with greater economic and environmental benefits.**

## 4. Employ dynamic independent review

- Change to a system perspective that includes assessment of incremental changes over the system life-cycle.
- Require external peer review of complex, costly and controversial systems to identify, explain and comment upon the soundness of assumptions, conditions, models and methods that underlie the economic, engineering and environmental analyses.

**Independent reviews help to assure public safety, increase economic and environmental benefits, improve cost estimates and broaden public acceptance.**

## 5. Employ adaptive planning and engineering systems

- Recognize that dynamic conditions and non-linear processes of nature such as climate variability, rise in sea level, subsidence, seismic influences, geo-morphological changes, and changes from development can place sudden or insidious demands on systems at any time during their life-cycles.
- Be flexible and adaptable by incorporating new information and knowledge throughout the life-cycle to ensure satisfactory system safety and performance.

**Flexible systems that incorporate anticipatory management to remain adaptable over time.**

## 6. Focus on sustainability

- Make the environment an integral component of the system performance
- Integrate asset management and USACE Environmental Operating Principles (EOP) into the life-cycle of USACE infrastructure.

**Sustainable systems are safe, reliable, flexible, decrease costs and conserve and improve natural resources.**



## 7. Review and inspect completed works

- Change from reconnaissance level project inspections to comprehensive system risk assessments of completed works.
- Implement an effective technology transfer from research and development activities to support in-depth assessments and improve existing guidance.

**Comprehensive assessments result in safe, reliable, adaptable and sustainable systems.**

## 8. Assess and modify organizational behavior

- Balance competing interests so that public safety is paramount in organizational decision-making processes.
- Conduct critical assessment of organizational decision processes to ensure the public's trust.

**Professionalism and accountability in organizational decision-making ensures effective system performance.**

## 9. Effectively communicate risk

- Communicate alternative levels of risk and associated consequences more effectively to project stakeholders and the general public.
- Communicate simply and clearly the risks borne by the public and residual risks to life and property.

**Clear and candid communications allow the public to make informed decisions on risk.**

## 10. Establish public involvement risk reduction strategies

- Require public involvement, with special emphasis on those who will bear the risk, in selecting the right combination of structural, nonstructural, zoning and emergency response components in the flood risk reduction system.
- Increase efforts to educate local governments on residual risk and impacts of their land use decisions.

**An involved and informed public will improve system performance and public safety.**

## Goals

- **Improve public safety**
- **Improve the nation's water resources infrastructure**
- **Provide expert and professional service to the nation**
- **Collaborate with public and private interests through mutually supporting integration of skills, resources and programs**

## 11. Manage and enhance technical expertise and professionalism

- Recruit, develop and retain the best. Become an employer of choice for the best and brightest students.
- Rebuild public confidence in our ability to provide reliable water resource systems fully integrating engineering and ecosystem restoration.
- Balance technical expertise and experience with management and leadership skills.

**Expert Corps capability will provide safe, reliable, adaptable, sustainable systems.**

## 12. Invest in research

- Focus on strategic needs of the nation, targeting investment in risk and reliability engineering and planning, infrastructure safety and sustainability, scaleable coastal storm and hydrologic engineering modeling capability, full integration of ecosystems into flood risk reduction systems.
- Establish technology transfer methods that allow teams to validate and demonstrate new approaches and technologies.

**Research and development infused into practice will increase system effectiveness.**



***One Corps Serving  
the Army and the nation***

***Relevant, Ready, Responsive, Reliable***

# FRR contractors averaging 41,000 man-hours per month without a lost-time accident

By Debra Valine  
Public Affairs Office

**P**roject managers and the teams they lead in U.S. Army Engineering and Support Center, Huntsville's Facilities Repair and Renewal Program take a lot of pride in getting the job done safely, within budget and on time for their various customers.

Since fiscal year 2004, it is estimated that the five contractors working on FRR projects have worked approximately 1,750,000 man-hours without a lost-time accident. They average between 40,000 and 45,000 man-hours a month without a lost-time accident.

"There is probably no better way to show respect for another person than to protect their safety and well being," said Ray Waits, Huntsville Center's safety manager. With any construction activity, taking the extra steps to work safely is the ultimate sign of professionalism, Waits said.

"Working safely shows real care and concern for employees and everyone else on the job," Waits said. "Committing to safety reflects true leadership that is strong enough to resist the pressures of cutting corners or taking chances to meet deadlines. It avoids human tragedy, huge financial costs and the needless pain and suffering of not only the injured but the family members as well."

The five contractors working FRR projects at this time are BMAR & Associates Inc.; Global Engineer & Construction; Vanguard Contractors Inc.; Ameresco Solutions Inc.; and RCI Inc. Some of the projects these contractors are currently working on include: hurricane recovery and mitigation projects at NASA sites including Stennis Space Center, Miss., and the Michoud Assembly Facility in

New Orleans, and multiple barracks renovations on Fort Bragg, N.C., as well as general building and lab renovations at the Armed Forces Radiobiology Research Institute (AFRRI) in Bethesda, Md.

The FRR program started out as the Maintenance Repair and Renewal program in 1992. The program was developed to provide installations quick support to projects that have budget and schedule constraints and provide a turn-key contractor solution to the government's needs. The program is available to all Districts and their customers as part of the Corps' "One Door to the Corps" policy.

"An example of quick support on projects is the work we are doing for the AFRRI," said Wade Doss, the FRR division chief. "The facility had a broken water main and called Huntsville Center for help. We were able to respond within 24-48 hours and get the water main repaired."

Keys to the program's success include innovative and flexible acquisition strategies associated with executing the task orders against the family of Indefinite Delivery/Indefinite Quantity (IDIQ) hybrid service/construction contracts covering all 50 states plus U.S. territories, Doss said. Advantages included in the IDIQ contracts include

performance-based specifications and scopes of work that ensure the desired end result is achieved; work plans in lieu of full blown architect-engineer designs; time savings because construction can be fast-tracked; quality of work; and best applications.

Under the program, virtually any repair, renovation or minor construction work can be done. Specifically, the FRR program conducts surveys and special studies; develops work plans that are similar to designs, but must be incidental to each project; performs alterations, additions, repairs, replacements and minor construction; procure, install, start up and test equipment; and perform maintenance on equipment installed under the FRR contracts.

"FRR provides the fastest solutions to existing building and/or infrastructure inventory requirements," Doss said. "We provide a 'relief valve' for Districts and/or installations for repair and renewal work."



Courtesy Photo

**On scaffolds suspended from the top of the 20-story-high Vehicle Assembly Building in New Orleans, National Panel Systems' workers Ken Harris and Patrick Chiles painstakingly place individual tiles of the NASA logo on the northern facade. The original logo was damaged by Hurricane Katrina. The logo replacement is part of a major Michoud Assembly Facility hurricane repair effort being managed by the U.S. Army Corps of Engineers' Facilities Repair and Renewal Program in Huntsville, Ala.**



Photo by Kevin J. Merenda, project engineer, New York District

## It's coming down...

**Charter Environmental begins the second phase of demolition of Bldg. 408 at Fort Hamilton, N.Y., April 2. Phase one involved removing asbestos from the building. Huntsville Center's Facilities Reduction Program is working with the installation, New York District and contractor partners to remove, by traditional demolition, three multi-use buildings that were used for barracks, administrative and dining facility. The plan is to recycle or reuse as much of the material as possible and use the concrete and cinder block rubble to raise the elevation 4-6 inches in the area. This project is expected to be completed by the end of May.**

## Pentagon

**continued from page 1**

Expertise serves as the controls expert for the renovation. UMCS manages the renovation of the HVAC controls system and fire alarms in the five wedges of the Pentagon.

"When we started the renovation 12 years ago, there was the possibility of five different designs for each wedge, but I wanted the controls standardized so the building could be operated simultaneously," said Steve Carter, Pentagon renovation liaison for Defense Facilities Directorate. "Now we have four different designs, but the control system acts seamlessly throughout the building. The decision to have one control system had the greatest impact on the final product."

The UMCS team also oversees construction of the mission critical water lines throughout the Pentagon.

Before the Sept. 11 attack

on the Pentagon, the UMCS team completed the Building Operation Command Center, better known as the BOCC. This center was vital during the disaster.

"Visualize *Starship Enterprise* and that is what the BOCC looks like," said Chuck Holland, UMCS technical manager. "The center consists of three 8-foot screens back to back that monitor everything, including the HVAC system. Anything that happens inside and outside the building, we watch it. It is staffed 24 hours a day, seven days a week."

The BOCC also played an integral part in a recent test of a new chemical and biological response system. Unlike the other portions of the renovation, the UMCS team is responsible for the mechanical, electrical and controls portion of the chemical and biological response system.

"Since we are building the

chemical and biological response system concurrently with the rest of the renovation in the wedges, the process is quicker," said Mitch Duke, UMCS technical engineer for the Pentagon renovation.

Not only is the project team working on the inside of the Pentagon but they are also supporting the renovation on the outside.

"We are revamping the HVAC for the center courtyard café and supporting the construction of the Pentagon Memorial in the courtyard," Duke said. "For the memorial, our job is to design the control systems for lighting and the water system. The water is supposed to run continuously, so we designed pump station controls and connectivity through vaults in the ground. All of the information is fed back to the BOCC."

Every UMCS project in the Pentagon plays a major

role in helping make the Pentagon a "green" building.

"We install the latest HVAC controls that use less energy and contain sensors that turn off and on based on the presence of people," said Bill Borders, UMCS project manager for the Pentagon renovation. "The system also recycles air within the units, thus producing healthier air. In the end, we will turn over an excellent product at a reasonable price that will last 20 plus years."

Carter credits the excellent product from Huntsville Center to a stable management team and good relationships.

"The partnership with Huntsville Center is tremendous," he said. "We didn't have to bring in technical expertise on the controls because Huntsville Center had it. By using Huntsville Center's talent and resources, we saved money on the overall renovation."





Photo by Chris Gardner

Even after having to be rescheduled in March, the fun run/walk drew more than 50 people. They were treated to healthy snacks and many participants won prizes.



Photo by Becky Proaps

Most participants opted for a more leisurely pace and walked the bulk of the course. Even a little bit of a drizzle didn't keep people from walking.

Huntsville Center employees lost a total of 668 pounds since January

## First Battle of the Bulge ends with fun run/walk

By Chris Gardner  
Public Affairs Office

U.S. Army Engineering and Support Center, Huntsville's first ever *Battle of the Bulge* competition came to a close with more than 50 employees taking part in the April 10 fun run/walk.

Eighty-nine employees participated in the *Battle of the Bulge*, and the Center as a whole lost a total of 668 pounds, which averages to more than 7 pounds per person.

Of course, some people lost more than 7 pounds from January to April.

Randy Harris in the Ordnance and Explosives Directorate led the men and the Center by losing 37 pounds since early January.

Harris attributes his success to self

control — snacking less, eating smaller portion sizes and regularly exercising.

"The biggest thing is that I just need to let my mind take control of my body instead of the other way around," Harris said. "No big secret or technique, just take control."

Thad Stripling of the Installation Support and Programs Directorate (ISPD) team was second with 34 pounds. Mike Hunter, of a different ISPD group, lost the third most with 31 pounds.

Stripling helped his group win the team competition. His teammates were Robert Hennessee and Jane Davis.

Joy Rice in the Contracting Directorate placed first among the women with a total weight loss of 24.5 pounds. Patricia Adams, from a different contracting team, came in

second by losing 22 pounds. Sandy Eckley from the Corps of Engineers Financial Management Systems Office (CEFMS) and Kathy Hair, a former contracting teammate of Adams', tied for third. Each lost 21 pounds.

Rice said improving her health was her main motivation to lose the weight.

"I was already in the process of losing weight," Rice said. "Last fall, I became an insulin-dependent diabetic, and my basic motivation was fear, fear that I wouldn't be around."

Rice said she was excited to find out she had placed first out of the women and that she can't wait to tell her family. She also added that she can't wait until the next *Battle of the Bulge*.

"I'd like to see them do it again," Rice said. "It would be nice if they didn't even wait until the fall — if we could just start another round right now while it's kind of fresh in people's minds."

Though no definite plans exist right now for when to start the next competition, Marsha Russell, Fitness for You director, said participants can continue to weigh themselves online where they have been doing so all along.

"We've got it set up so people can keep tracking their progress on the Intranet," Russell said. "That way people can stay motivated to keep losing the weight and living healthier."



Photo by Chris Gardner

Col. Larry D. McCallister, right, high fives Joy Rice, left, and Suzanne Wear, middle, as they finish the fun run/walk. Rice lost more weight than any other woman in the Center, 24.5 pounds.



Photo by Chris Gardner

Some of the early finishers stretch after quickly finishing the fun run/walk. Some people took the "run" part of the fun run/walk seriously.

# Retirement: Calculating your high-three

By Reg Jones  
*Federal Times*

Everybody seems to know that the so-called high-three is an essential ingredient in the formula used to calculate a retiree's annuity.

But not everybody knows exactly what the term means. Nor are they sure how to figure out what their high-three is.

Your high-three is an average of your highest rates of basic pay over any three consecutive years of creditable civilian service, regardless of when they occur in your career, with each pay rate weighted by the length of time it was received.

That three-year period starts and ends on the dates that produce the highest average pay. Therefore, the counting doesn't have to start on Jan. 1, the first day of the month or the date of a pay change. It starts on the first day that leads to the highest three-year average.

Basic pay is the amount from which retirement deductions are taken. It's made up of the salary you receive for your position and level as shown on an official pay table, including locality pay for the 48 contiguous states. It may also include night or environmental differentials, premium pay and special pay rates for recruiting and retention purposes.

It doesn't include bonuses, military pay, cash awards, holiday pay, travel pay outside the regular tour of duty, nonforeign area cost-of-living adjustments or lump-sum payments covering unused hours of annual leave. Nor does it include any salary supplements provided to employees covered by workers' compensation.

## Finding the start date

For most of you, your highest three consecutive years of average pay will

be the ones that immediately precede the day on which you retire. However, some of you will have racked up your high-three earlier in your careers. For example, if you moved to a lower-paying position, either by choice or as the result of an adverse action such as a reduction in force or reclassification to a lower grade.

If you fit in the first category, all you need to do to find the starting date for your high-three calculation is to subtract three years from the date you plan to retire plus one day. For example, for a retirement date of Jan. 3, 2008, the beginning date is Jan. 4, 2005.

Here's the reason for adding one day. Every full year ends on the day before the next one begins. Taking the most obvious case, the new year begins Jan. 1, but the old year ends Dec. 31. So, for example, if your birthday is Sept. 16, the year preceding it ends on the previous day: in this case, Sept. 15. Adding one day before doing the above calculation simplifies the arithmetic.

If you fall into the second category, where your highest three years of pay occurred earlier in your career, you'll have to identify the last date on which your pay was at its highest then follow the process above to find the beginning date for your high-three.

The three years used to calculate your high-three don't have to be continuous; however, they do have to be consecutive. For example, if your highest salary years were interrupted by a break in service, your high-three could be made up of one period of service, a break of any length and a second period of service. In fact, as long as your periods of service are consecutive, it doesn't matter how many breaks in service you've had.

If you've been on leave without pay for no more than six months in any calendar year, your pay for that period in your high-three calculation will be the base salary you were receiving

when you left. Any period of leave without pay beyond six months in a calendar year will not be included and will be treated as a break in service.

If you were called to active duty in the armed forces, the six-month limit doesn't apply. However, as a rule, you would have to make a deposit to the retirement fund to get credit for any such leave that exceeds six months in a calendar year.

A deposit may also be required if you have any periods of non-deduction or refunded service that fall within your highest three years of average salary. As a rule, this situation arises only if your high-three occurred earlier in your career and, almost without exception, when you were covered by the Civil Service Retirement System.

## Finding the dollar figure

To find out what your high-three average salary is, you'll have to go back through your paperwork — pay slips or Standard Form 50s — to identify each pay change and how long you received it. As noted above, each pay rate must be weighted by the length of time it was received. So, for example, if your annual salary was \$45,000 for three months in a year and \$48,000 in the remaining nine, here's how you would determine your average pay for that 12-month period:

- Divide each annual salary by 12 to determine your monthly salary — \$45,000 divided by 12 equals \$3,750, and \$48,000 divided by 12 equals \$4,000.

- Multiply the monthly salary you received for three months by three — \$3,750 multiplied by three equals \$11,250.

- Multiply the monthly salary you

See *Retirement* on page 15



# FormFlow getting phased out for good

## PureEdge Viewer replacing Center's forms program

By Chris Gardner  
Public Affairs Office

**T**he days of using FormFlow to electronically fill out forms at the U.S. Army Engineering and Support Center, Huntsville are officially numbered.

The program is being replaced by PureEdge Viewer across the Army. It is already in the process of being eased into the Huntsville Center and has been loaded onto most people's computers, whether they know it or not.

"The PureEdge Viewer application is a new process that the Department of the Army has decided we will use to file, send and share E-Forms," said Orbie Terrell, an information technology specialist in Information Management. "It is user

friendly and will require a minimum learning curve, and I look forward to seeing the Center user community's response to it once it is fully implemented."

It will take about a year for PureEdge to fully be able to replace FormFlow, said Pamela Fuqua, a management assistant in Information Management. Employees still will be able to use FormFlow during that time.

Fuqua said she has found a lot of people don't like FormFlow and thinks PureEdge should be a welcome change.

"The main reason I believe people dislike FormFlow is because it is not user friendly and saving database files has been a major problem with the software," Fuqua said.

Fuqua said employees will be able to save forms with PureEdge and be able to work on them later either on

their desktops or online from anywhere they want. She also said PureEdge makes it easy to e-mail forms.

Terrell said employees will soon be able to electronically sign their documents with PureEdge using their Common Access Card (CAC).

"That electronic signature will be as legally binding as a wet signature," Terrell said.

Terrell said not all computers are e-signature capable yet, but the ability is gradually being applied to all computers throughout the Center.

The PureEdge Viewer program has been installed on about 700 computers throughout the Center and Terrell said people can use it for some forms already.

Most people can find it on their computers by looking at the programs list in their Windows start menu.

Terrell said people shouldn't need to open

PureEdge since it should open automatically when a compatible form is opened.

For now, Terrell said many commonly used Department of the Army, Department of Defense and Standard Form forms are available online on Army Knowledge Online ([www.ako.com](http://www.ako.com)) under My Forms or from Army Publishing Directorate at [www.army.mil/usapa/eforms](http://www.army.mil/usapa/eforms).

He said forms should be available locally on Huntsville Center servers by the summer.

Fuqua and Terrell are working on formatting forms specific to Huntsville Center, like CEHNC Form 680 and time and attendance worksheets, into PureEdge compatible files, but there is no timeline yet for when those will be done.

FormFlow should be off Center computers and just a memory by spring 2008 though, Fuqua said.



Photo by Curt Murdock

## Home is where the hard hat is

A group of women from the U.S. Army Engineering and Support Center, Huntsville volunteered to help Habitat for Humanity Saturday April 21. Habitat for Humanity is a nonprofit organization that builds houses for those in need.

Front row, left to right: Donna Rovere, Suzanne Murdock, Michelle Crull, Arnecia Bradley and Khoe Tran.

Back row, left to right: Sandy McAnally, Susanna Schorn, Valerie Clinkenbeard and Betina Johnson.



# OE employee enjoys Gulf Coast deployments

By Chris Gardner  
Public Affairs Office

**T**housands of U.S. Army Corps of Engineers employees went down to help the recovery effort when the Gulf Coast was rocked by an abnormally strong hurricane season in 2005.

As time has passed, the recovery work following Hurricanes Rita and Katrina has faded from the headlines, but the Corps of Engineers' number one domestic mission is still going strong.

U.S. Army Engineering and Support Center, Huntsville employee Carolyn



Photo by Jason Adams

**Carolyn Warren earned a Department of the Army Civilian Award for Humanitarian Service for her work in New Orleans directly following Hurricane Katrina.**

Warren, an administrative assistant from the Ordnance and Explosives Directorate, has deployed to New Orleans three times since Katrina first hit: just after Katrina's landfall, once in the middle of 2006 and again earlier this year.

Warren said she keeps going back because the work there fills her with a special sense of pride.

"It's an entirely different situation down there," Warren said. "You know that you've done something when you go to work every day."

Warren said she has seen various stages of the mission in her trips down, from the Corps of Engineers initially setting up shop in a park ranger's office to the beginning of the building demolition programs in the hard hit 9th Ward to the work still going on today.

"I really wanted to go and see it and just be a part of it and help," Warren said about deciding to go just after Katrina hit.

On her most recent trip, she managed to lose eight pounds, despite New Orleans' famed cuisine.

"There were of course delicious sweets and pastries all around," Warren said. "But, I'm not that big into sweets so I was able to behave."

She also said that the long hours and interesting work she was doing managed to keep her mind off the food that surrounded her.

"You have kind of a feeling when

you're down there that it's not your humdrum everyday thing," Warren said. "You get up every day, and it's like you're in a different world. I really like it."

There are multiple offices with Corps-related missions that still need volunteers to fill various positions.

Bob Anderson, public affairs officer for the Memphis District and the Louisiana Recovery Field Office, said their office is in need of resource management personnel, debris/demolition quality assurance supervisors and especially contracting specialists.

He did say there is a push to hire retired annuitants and contractors to increase continuity and ease the burden on district offices.

"We are trying to minimize the need for full-time USACE employees to reduce the pressure many districts are feeling due to the deployment of their employees for extended periods of time," Anderson said.

There are also other separate offices, like the Hurricane Protection Office and the New Orleans District Office, working in the Gulf Coast that need employees to volunteer.

Warren said she enjoys helping with the hurricane recovery effort in New Orleans and would love to eventually go back for a fourth stint.

"It just gives you a real sense of accomplishment," Warren said. "Give me a month home and I'm always wanting to go back."

## Retirement

continued from page 1

received for nine months by nine — \$4,000 multiplied by nine equals \$36,000.

- Your average pay for the 12 months is the sum of the three-month and nine-month totals — \$11,250 plus \$36,000 equals \$47,250.

If you were on leave without pay during that three-year period, the base salary you were receiving when you left will be used to fill in the gap until you return. For example, if in a single calendar year your annual salary was set at \$60,000 for the six months before you left on leave

without pay and you were gone for four months, the \$60,000 figure would be used to calculate your high-three for the entire 10-month span.

(Reg Jones was head of retirement and insurance programs at the Office of Personnel Management. He

and Mike Miles, *Federal Times* Money Matters columnist, answer readers' questions on the *Federal Times* Web site. Go to "Ask the Experts" at [www.federaltimes.com](http://www.federaltimes.com). This article ran March 19, in the *Federal Times* and has been reprinted in its entirety with permission from the *Federal Times*.)

## **Ethics Corner**

# Loose lips sink ... a procurement? It's possible

**By Toby Harryman  
Office of Counsel**

In the fast-paced world of U.S. Army Engineering and Support Center, Huntsville contracting, nothing could sink a procurement faster than the inadvertent release of information protected by the Procurement Integrity Act. Discussing seemingly unimportant and unrelated pieces of information with contractors may give them an unfair competitive edge in an upcoming procurement.

One sometimes overlooked provision of the PIA states that

Source Selection and Technical Evaluation Plans are protected information that should not be released.

Contractors will often call contract specialists, program managers, project managers, engineers, or other members of an acquisition team, and request information regarding upcoming Huntsville Center procurements.

When this occurs, the best course of action is to refer the questioner to the contracting officer, or better yet, the solicitation (if it has been released).

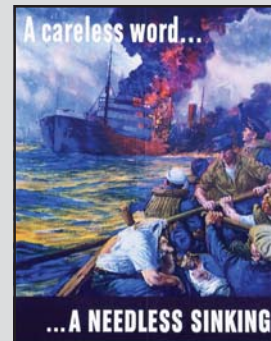
Information regarding the procurement will be released publicly through the solicitation and clarified through formal questions to the contracting officer. The

contracting officer will typically answer questions in a semi-public forum so as not to give an advantage to the one asking the question.

Even simple questions such as how a procurement will be structured between small and large businesses, requirements, etc., released before the request for

proposal could give competitors an unfair advantage during the acquisition.

So don't let inadvertent slips of the tongue give the enemy of full and open competition the upper hand in our campaign for procurement integrity. Loose lips could indeed sink this procurement ship.



## ***Hails and farewells***

### **Welcome to new employees —**

John A. Cominotto, Contracting Directorate; William Irby, Installation Support and Programs Directorate and Adam Sunstrom, Contracting Directorate.

**Farewell to** Kathyreen Conway, Engineering Directorate; Todd R. Figenser, Ordnance and Explosives Directorate; Ginger Gruber, Contracting Directorate; Kathy Hair, Contracting Directorate; Christina Hicks, Contracting Directorate; Tim Howard, Ballistic Missile Defense Directorate; Margie Reed, Executive Office; Angela Saville, Contracting Directorate; and William Zehrt, Engineering Directorate.

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